MALS-12 Commander's Intent

Our squadron has a rich heritage of honorable service in our Nation's time of need. We will continue that tradition when we are called upon.

1. **Mission**: Provide aggressive, safe and effective aviation logistics support to MAG-12 in order to sustain maximum aircraft readiness and the ability to rapidly deploy and employ in an expeditionary environment throughout the PACOM AOR.

2. **Objectives**: In pursuit of our mission, we will prosecute these core objectives and outcomes:

   a. Logistics Readiness. Our goal is to meet and surpass designated readiness standards in support of MAG-12 and its assigned squadrons.
   - Continue to reduce the number of NMCS on the MAG-12 flight line.
   - Increase PUK effectiveness by 5% for all TMS.
   - Prepare for material/financial support and repair capability for UDP aircraft, EA-6B, KC-130, and F-35.
   - Be prepared to execute the squadron mission tasks in the current theatre of operations plans.

   b. Marine and Family Readiness.
   - Eliminate all preventable mishaps
   - Make our Marines bullet proof to the draw down
   - Keep Marines and families situationally aware and deployment ready
   - Foster a good quality of life for our families here and back home

   c. Expeditionary Warfighter Mindset.
   - Condition ourselves to think, act, and operate with an expeditionary mindset
   - We will ensure we are trained, deployable, rugged, survivable, and able to excel in any austere environment
   - Foster an environment of individual initiative

   d. Command Climate.
   - We create our command climate, therefore we will be positive, healthy, and grounded in Marine Corps standards, demanding of personal accountability and excellence

3. **Guiding principles**. As we execute our mission and purpose our core objectives will be guided by these enduring principles:
   - Calm, sound engaged leadership
   - Perpetual dignity and respect
   - Discipline in our processes and preparation for all exercises and contingency operations
   - Celebrate our unit and Corps' customs and traditions

4. **End State**. MALS-12 will set the example for 1st Marine Aircraft Wing with our professionalism, discipline, competency in our mission, and leadership. Our leaders will be engaged, our Marines will be disciplined and accountable to one another. We will take pride in our spaces and maintain them in a high state of police and safety. Our aviation logistics support will be aggressive, safe and effective.

Kolter R. Miller

Kolter R. Miller
Lieutenant Colonel, U.S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12

MALS-12 Command Philosophy

There is only one standard, the Marine Corps Standard.

- Marine and aircraft readiness are my ultimate concerns.
- Our strength as warriors is based upon our heritage of Honor, Courage and Commitment.
- Within our mission profiles, show that we are "Marines first" to all who witness us.
- We are a team and every member of our squadron is important and brings a unique skill set.
- Keep in mind that in our business, relationships and perception are important and lead to trust, freedom of action, and selection for important missions.
- Be competent and humble.

Know your job.

- Know where you are going, know what to do when you get there, and know how to reach back for assistance.
- Do the whole job.
- I will measure you by your Departments effectiveness. Strive to be better tactically and technically.
- Continuously evaluate yourself as an individual Marine and as a leader. Strive to "deserve to lead" your subordinates.
- Coach, mentor and empower your subordinate leaders. Specifically, I mean that you should properly educate them and develop their critical decision making ability. By empower, I mean you should give them the authority to make autonomous decisions and allow them to lead, to train, to reward and to correct their own Marines and Sailors.
- Especially in this command of seasoned men and women, respect your subordinates input. Education will be a two way street.
- Successful performance of our mission enables the flying squadrons to train, deploy, and sustain flight operations.
- Being professional means knowing your job and doing it right.

Take care of your Marines and Sailors.

- Keep your Marines, Sailors, and families situationally aware and deployment ready. Foster a good quality of life and take the necessary steps to ensure a feeling, and reality, of security for the families.
- Use the right measure of intrusive leadership to understand the stresses your Marines and Sailors are facing; take pre-emptive action.
- Treat each other with dignity and respect in everything you do. Do not tolerate any kind of maltreatment.
- Focus on timely counseling, fitness reports and awards. Be up front with those who fall short.
- Accountability of people and things is essential.
- Only Commanders are authorized to punish, and I will do so through due process, respecting the rights of the accused.
- Foster an environment of individual initiative.

Account for it, Maintain it, Return it better

- Our mission accomplishment and our lives depend upon our equipment.
- Accountability and maintenance will be continuous. Make sure it is ready when you need it. Return it in better condition than you received it.
- Follow the principle of SAFE at Forward Operating Bases and take pride in maintaining your facilities.
- Guard every dollar.

Do the right thing and we've got your back.

- Do the right thing for the right reasons.
- There is such a thing as individual responsibility. Your integrity will be unquestionable; it is the foundation of trust.
- Ethical decisions and actions will always be our ultimate test and have considerable impact.
- Tenaciously engage your work and combat readiness.
- We are all adults, and I expect us to stick together during operations, training, and on liberty. Look out for each other. Senior Marines, take responsibility for the junior. On liberty, don't embarrass your mother or the Marine Corps, and don't make a mistake you'll regret for the rest of your life. Make sure your buddies don't either.
- I will be "all-in" to support you if you did the right thing at the right time.

Zero tolerance for:

- Sexual misconduct, drugs, hazing, alcohol related incidents, domestic violence, and suicide.
- Acceptance of such behavior will not be tolerated.
- Any action that brings discredit to MALS-12 or to the Marine Corps and the United States will not be tolerated.

Every one of you is an important member of the team and your contribution is vital to our success.

Kolter R. Miller

Kolter R. Miller
Lieutenant Colonel, U.S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12

COMMANDING OFFICER'S POLICY LETTER ON SAFETY

Our mission is to provide aggressive, safe and effective aviation logistics support to MAG-12 in order to sustain maximum aircraft readiness and the ability to rapidly deploy and employ in an expeditionary environment throughout the PACOM's area of responsibility. From our newest to our more senior Marine or Sailor, I grant you permission to stop any unsafe practice that will keep personnel from getting killed, maimed or injured. With the high tempo of our missions, safety is every Marauder's responsibility and I challenge you all to step-up and make the sounds decisions, not because it saves time, but because it's the right thing to do.

A common theme after a mishap was that "someone" knew it was a bad idea, but failed to step-up to the plate and make the "right call." If you see an unsafe practice or unsafe working condition don't turn a blind eye, correct it on the spot, or report it to the Squadron's Safety Officer. Each Marine and Sailor will familiarize themselves with the proper safety procedures to carry out the daily tasks in their work centers, divisions, and departments. Ignorance is never an excuse for a preventable mishap occurring on or off duty. The continual use of Operational Risk Management, Personal Protective Equipment, and mature decision-making in all aspects of aviation logistics support will foster a safe working environment for our Marines and Sailors.

Safety should not only be incorporated with on-duty activities but with off-duty activities as well. We are a team and every member of our squadron is important and brings a unique skill set. The loss of one Marine or Sailor is one too many.

This squadron has a rich heritage of honorable service in our Nation's time of need. We will continue that tradition when we are called upon. Every one of you is an important member of the team and your contribution is vital to our success.

Kolter R. Miller

Kolter R. Miller
Lieutenant Colonel, U. S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12

COMMANDING OFFICER'S POLICY LETTER ON SEXUAL ASSAULT

Sexual assault does not align to our organizational values and is in direct contrast to our core values of honor, courage, commitment. I will not tolerate sexual assault or an organization in which conditions exist that facilitate a sexual assault.

Sexual assault is defined as the intentional sexual contact, characterized by the use of force, threats, intimidation, abuse of authority, or when the victim does not or cannot consent. Sexual assault can occur without regard to gender, spousal relationship, or age of victim. Marines and Sailors must remember that an individual is considered a victim when they do not consent or cannot consent to sexual activity which ranges from rape to unwanted sexual contact.

Sexual assault is a criminal act that will not be tolerated in this command. It destroys unit cohesion, trust, and moral. Victims will be given the support and care they require to recover physically and emotionally. This support includes the victim's right to legal counsel and their right for information on the status of their case. Offenders will be given due process of law and prosecuted to the fullest extent of the law if found guilty.

There are two ways to report if you are a victim of sexual assault. Depending on whether you choose to make a restricted (no investigation) or unrestricted report (full investigation) determines to whom you report the incident. Under restricted reporting, you can make a confidential report to a Uniformed Victim Advocate, Sexual Assault Response Coordinator, or military healthcare personnel. You can also make a restricted report, learn your options, and then change reporting preference to unrestricted later. Unrestricted reports can also be given to any command personnel, PMO, NCIS, or base legal.

I strongly urge any victim of sexual assault to report the incident, restricted or unrestricted no matter how much time has passed, in order to get the help you need to recover.

I charge every Marine and Sailor to take every action to prevent sexual assault. Don't allow a situation to develop in which a Marine or Sailor can no longer care for themselves due to alcohol or substance abuse. Finally, every Marine and Sailor shall receive training for sexual assault prevention annually and within one year of their last training completion date. That way each of us knows what to do when confronted with this situation.

Our service prides itself on protecting its own, in combat and peace time. We must continue to protect each other against this horrible crime.

Kolter R. Miller

Kolter R. Miller
Lieutenant Colonel, U. S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12

COMMANDING OFFICER'S POLICY LETTER ON SUBSTANCE ABUSE

Our squadron has a rich heritage of honorable service in our Nation's time of need. In order to execute our squadron's mission when the call comes, every Marine and Sailor must be mentally and physically ready to go, and show that we are "Marines first" to all who witness us. Any Marine and Sailor who is dependent on alcohol or drugs and is not receiving treatment becomes a liability to the squadron, peers, and family.

The long-standing perception that a "hard drinking" Marine constitutes part of the image of a "hard charging" Marine must be dispelled. Activities shall not be held which encourage drinking such as drinking games; Beer Pong, King's Cup, etc. We will deglamorize the irresponsible consumption of alcohol and prevent alcohol related incidents that undermine the public's Marine Corps perception. We will ensure that non-alcohol alternatives and food are available at all social functions and encourage our Marines and Sailors to engage in non-drinking events and productive off-duty activities.

As your CO, it is my duty to take legal action against any Marine or Sailor who uses illegal drugs or abuses alcohol. Historically, abuses of alcohol and or drug use have contributed to Marines and Sailors committing more egregious violations of the UCMJ such as hazing, sexual assault, or larceny. If you are underage and choose to drink or are of age and contribute alcohol to underage Marines and Sailors, be prepared to face the consequences. If you give in to peer-pressure and experiment with illegal drugs, be prepared to face the consequences. I will hold any Marine and Sailor accountable that chooses to break the law. As Marines and Sailors, we are held to a higher standard, the Marine Corps standard.

It is also my responsibility to help any Marine or Sailor who seeks assistance for their alcohol or drug dependency. The road to recovery begins by speaking to our squadron Substance Abuse Counseling Officer (SACO). Any Marine or Sailor who seeks assistance for their drug or alcohol dependency can do so with the utmost in confidentiality and without fear of punishment or reprisal from the chain of command. Help your fellow Marine or Sailor with dependency issues now by referring them to the SACO.

Our squadron will be ready when called upon to execute our mission. To do this, I need every Marine and Sailor ready to go, drug and alcohol abuse free.

Kolter R. Miller

Kolter R. Miller
Lieutenant Colonel, U. S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12

COMMANDING OFFICER'S INTENT FOR SUICIDE PREVENTION

Every Marine and Sailor in this squadron has value to the Marine Corps and more importantly to their family members and friends. I hold no other responsibility more sacred than ensuring every Marine and Sailor successfully completes their tour of duty and returns safely to their loved ones and friends. Each and every one of us has the responsibility to care and monitor the mental well-being of their fellow Marines and Sailors. We are never too busy to talk to each other and gauge how we are faring in our day-to-day lives.

By now, each of you should have received the Never Leave a Marine Behind suicide prevention training mandated by MARADMINs 658/12 and 294/13. Every Marine and Sailor will continue to receive annual training on this topic. I charge every Marine and Sailor to use the RACE method to prevent any suicides, attempts, gestures, and ideations in our squadron:

Recognize- The signs of distress
Ask-About the signs of distress
Care-About the person and show it
Escort-The person to safety

Starting with me, the chain of command will ensure our Marines and Sailors are aware of the available resources such as the Chaplain, Marine Corps Community Services, Medical and fellow Marines and Sailors. These resources are available with confidentiality and discreetness with no negative impact to one's career. Asking for help is not a weakness, but a form of courage unto its own. We must ensure those in our charge take this to heart.

Our squadron operational tempo is challenging and we have many requirements to satisfy, but we must never place monitoring the well-being of those in our charge low on our priority list. Only through constant communication and a strong mentorship program can we reduce the possibility of one of our own inflicting harm on themselves.

Kolter R. Miller
Lieutenant Colonel, U. S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12

COMMANDING OFFICER'S POLICY LETTER ON UNIT PERSONAL & FAMILY READINESS

The mission of the Unit Personal and Family Readiness Program (UPFRP) is clear: To train and prepare Marines, Sailors and families to ensure optimum resiliency when faced with the challenges of deployed operations around the globe. Only when every Marine and family within MALS-12 achieves this level of personal and family readiness will we be truly mission capable.

"Family" encompasses the family we are born into, married into and sworn into. Single Marines are part of our family and are part of the UPFRP. My end-state desire for the MALS-12 UPFRP is to help families be capable of thriving during separations and times of crisis. With families in a higher state of readiness, individual Marines are better able to perform their assigned missions efficiently, effectively and safely, thereby promoting a higher state of unit readiness. To help achieve this, the MALS-12 UPFRP will focus on four basic tenants:

1. Official Communication – directly from or on behalf of the Commander that is disseminated to the Marine, spouse, family member or extended family member, or designated contacts

2. Readiness and Deployment – train and education to empower both the Marine and family members to successfully balance the rigors of a military lifestyle, family, career and mission events

3. Information and Referral – provide information on services and support organizations to Marines and family members who can assist in addressing issues that have the potential to impact the readiness of the Marine, the unit, or the Marine's family

4. Volunteer Management – creating and obtaining volunteer opportunities in the planning, coordinating, and executing specific unit morale events and collaborating with volunteers to support the enhancement of the program itself

Personal and family readiness is the ability of the individual Marine and his/her family to successfully balance the challenges of a military lifestyle with their duty to family. Each of you, the individual Marines of MALS-12, are ultimately responsible and accountable for your personal and family readiness. We must remember that if our families are not ready, then we are not ready. We will continue to fold our family's welfare into the fabric of our preparation, so that we can focus on our mission. You are all encouraged to take full advantage of the Family Readiness Program, and should in turn encourage your family members to join the Family Readiness team today.

Our squadron's Family Readiness Officer, Mr. Jeffrey Fleming, serves as the squadron's primary point of contact to assist you and your families address some of the unique challenges that come with being stationed overseas. He has full access to resources and knowledge of the Marine Corps Family Team Building Programs. You can contact him at DSN: 255-3660, cell: 080-2701-7731, or via email at jeffrey.a.fleming@usmc.mil .

I charge all leaders to assist in the implementation of this program by providing counsel to Marines on the opportunities to participate in UPFRP training and events. By focusing on personal and family readiness and participating in events and training, the Marines and families of MALS-12 will be confident and ready when we are called.

Kolter R. Miller

Kolter R. Miller
Lieutenant Colonel, U. S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12